

2013 – Year in Review

In 2011 the Human Services System renewed efforts toward system integration and began development of a system wide accountability framework to measure system performance measurement, to identify strategies that help improve results and to assess our impact in addressing social challenges. We continue to make progress in thinking and acting like a system of interdependent services that ultimately provide better outcomes for the individuals and families we serve and provide more efficient use of our resources. Seven human service strategic focus areas help communicate how the county's human services system is performing and working to continuously improve results. Those categories are as follows; Connected Individuals, Economic Self-Sufficiency, Healthy People, Positive Living for Older Adults and Individuals with Disabilities, Successful Children and Youth, Sustainable Housing, and Business/Services Infrastructure Supports. Our **Year in Review**, which highlights the system's key accomplishments, is viewed through the seven strategic focus areas.

Sustainable Housing

Continued emphasis by the Human Services System on assisting and supporting individuals and families in finding and sustaining safe and affordable housing is yielding excellent results.

- The FCRHA was selected by the U.S. Department of Housing and Urban Development to become a Moving to Work agency, formalizing the FCRHA's status as one of the nation's most elite housing authorities and allowing it additional opportunities to provide affordable housing.
- Despite all the federal budget cuts impacting FCRHA and HCD budget, no individuals or families lost their existing housing units. A total of 18,147 individuals were housed in the FCRHA's federal Public Housing and Housing Choice Voucher programs and the Fairfax County Rental Program in 2013.
- The number of people counted as literally homeless in the Fairfax-Falls Church community's annual Point in Time count decreased by twelve percent between 2012 and 2013. A total of 211 formerly homeless singles and families received permanent housing in FY 2013; 139 (66%) of the housing units were provided through the FCRHA or HCD resources.
- New and renovated affordable housing stock increased or maintained access to affordable housing options.
 - Renovated in 2013, Mondloch Place, the first supportive housing facility of its kind in Fairfax County reopened to provide 20 fully-furnished efficiency rental units with onsite support services to formerly homeless individuals and two large homes were renovated in Sully District which provided permanent supportive housing for 12 adults with mental illness.
 - This past year, 168 affordable units/beds were preserved via the financing of purchases by nonprofit and private-sector affordable housing providers, the transfer of properties

to non-profits, and direct FCRHA purchases; all properties will remain affordable for at least 30 years.

- As of the end of FY 2013, a total of 2,638 units had been preserved under the Board of Supervisors' Affordable Housing Preservation Initiative.
- FCRHA facilitated home purchases for 42 low- and moderate-income Fairfax County first-time homebuyers.
- The Board of Supervisors approved an interim agreement with Lake Anne Development Partners for the redevelopment of the Crescent Apartments property, which is expected to preserve and expand the availability of affordable housing on the site, resulting in as many as 935 affordable and market-rate units, and serving as a catalyst for the revitalization of the historic Lake Anne community.

Connected Individuals and Communities

Our focus this year on connecting individuals to their communities and to resources resulted in the system expanding our strong volunteer and nonprofit base to deliver services and provide support.

- This year over 200 volunteers from the community were recruited, trained and participated in a week-long outreach effort to survey and better understand the needs of the most vulnerable and chronically homeless individuals as part of the 100,000 Homes Campaign. Demonstrating a strong commitment from the faith community, non-profit providers, and county agencies, this major Office of Prevention and Ending Homelessness (OPEH) initiative resulted in firm commitments to sponsor housing options for individuals that are most vulnerable.
- The McLean Community Center (MCC) supported several county wide initiatives including the Safe Community Coalition to support the Prescription Medicine Collection project and the Fairfax County Government Recycling to host a community clean-up. Additionally, the MCC provided significant staff and volunteer support for McLean Day which was attended by over 10,650.
- The JDRC's Volunteer Interpreter Program provided 3,245 hours of translation and interpretation services for non-English speaking clients navigating the court system, thereby assisting them to gain equal access to the court and services provided by staff.
- After a yearlong study, the Synthetic Task Force with representatives from FCPS, FCPA, NCS, DAHS, Athletic Council, Park Authority Board, School Board, and Board of Supervisors presented findings and recommendations for funding the development, replacement and regular on-going maintenance of synthetic turf fields. This effort resulted in a firm county/school agreement to share planning and funding functions and ensures those areas of the county that are underrepresented have opportunities to play sports on quality synthetic athletic fields.
- Over \$50,000 was raised to prevent and end homelessness in the Fairfax-Falls Church community by local businesses, houses of worship, nonprofits, government agencies and individuals as part of the 2013 Jeans Day event. This year efforts more than doubled the previous year's funds raised.

- Volunteers provided 108,556 hours of services, valued at \$2,674,829, for older adults and adults with disabilities participating in programs offered by DFS, Health, and NCS.

Economic Self-Sufficiency

In 2013, the Human Services System was particularly challenged to support individuals and families impacted by the continued economic conditions. These conditions affect the ability of individuals and families to meet basic needs such as food.

- NCS facilitated the Food Providers Network; a coalition of area food banks, emergency food providers and congregational pantries, to streamline processes to access food resources and identify other service needs to more effectively serve families in our community.
- To manage the significant increases in enrollment in federally funded benefit programs, DFS's Self-Sufficiency Division implemented a major redesign of their intake and case management functions.
- Over 400 volunteers prepared over 5,500 federal and state tax returns for low income families through the Volunteer Income Tax Assistance Program (VITA), saving over \$1.1 million in professional tax preparation fees and returning over \$8.2 million to the families in tax refunds and credits.

Healthy People

Health Care Reform, Community Transformation for Healthy Communities, Integration of Primary and Behavioral Health Care and many more health related federal, state, and local initiatives have been a primary focus in 2013 for the Human Services System.

- The CSB formalized several new partnerships to integrate primary and behavioral health care services at multiple locations including a new primary care clinic at Gartlan Center in partnership with ANHSI, a CSB partnership with Health Works in Herndon, and provision of CSB on-site psychiatric and other services at Kilmer Center School. These partnerships have increased access to comprehensive health services for people with intellectual disabilities, mental illness and substance use disorders.
- Trauma-informed services are now implemented throughout the CSB, JDRDC, and OFWDSVS, with more than 100 staff trained on the signs and impact of trauma and specialized interventions developed to address trauma; JDRDC implemented the county's first Trauma Response Team.
- The Health Department was awarded a \$650,000 grant to implement the Nurse Family Partnership (NFP) program to improve birth outcomes, support preventative health practices, break the cycle of poverty, and guide at-risk families towards self-sufficiency.
- The Health Department partnered with the Alexandria Neighborhood Health Services Inc. (ANHSI) clinic to successfully secure federal funding for a new primary care clinic in South

County, joining HealthWorks in Herndon as the second such clinic to open in Fairfax in the past year. The new health access points have the potential of providing affordable health care for over 20,000 residents.

- The Partnership for a Healthier Fairfax, a community coalition supported by County staff and federal funding, completed its Community Health Improvement Plan, a strategic plan developed to improve the health well-being of all who live, work and play in the Fairfax community.
- In the year since it opened, the Domestic Violence Action Center (DVAC) more than doubled the number of victims served and implemented the Advocate of the Day project to serve victims seeking services through JDRDC Domestic Relations Intake offices.
- Crossroads Adult Residential received the Outstanding Treatment Effort Award from the HIDTA (High Intensity Drug Trafficking Area) program for achieving a 68% reduction in arrests post-treatment.
- The CSB's FAST team saved \$6 million in pharmacy costs using the Pharmacy Assistance Program.
- The Centers for Disease Control and Prevention Local Technical Assistance Review program awarded a score of 95% to the Fairfax County Health Department, as a result of its demonstrated readiness to receive, distribute and manage Strategic National Stockpile medical assets.
- OFWDSVS developed a Fairfax County-specific Lethality Assessment tool and implemented training on the tool across all systems (public safety, non-profit, county agency, etc.) so that first responders and service providers are able to conduct a brief assessment of potential lethality and connect a domestic violence victim with advocacy services.
- The first Domestic Violence Fatality Review Team annual report was published, showing that 57% of the homicides in Fairfax County in 2009 were domestic violence-related, 63% of the domestic violence-related homicides involved a firearm as the fatal agent; and 25% of the homicides involved strangulation.
- The Health Department implemented a new service delivery model with InovaCares for Women to optimize continuity of care, eliminate the need for clients to transition maternity services mid-pregnancy, improve efficiencies, and reduce costs.
- The Health Department Laboratory, the only public health lab in the state conducting molecular testing of mosquito pools for West Nile Virus (WNV), expanded its testing nine jurisdictions within Virginia and one private corporation, enhancing its ability to conduct surveillance for communicable diseases and monitor vector-borne diseases such as WNV.
- NCS received a grant from the CDC to study policies and procedures for scheduling community use of public athletic facilities, resulting in the description of the program that will be used as a model for other communities developing similar programs so that more people can engage in healthy physical activities.

Positive Living for Older Adults and Individuals with Disabilities

Supporting and building on the County's commitment to promote positive living for older adults and people with disabilities, the Human Services System focused on innovative ways to expand services and improve access.

- In furthering “no wrong door” for accessing services, the County created an Older Adults web page and centralized phone information services – staffed by Adult and Aging specialists – for information on community services for older adults and initiation of intake processes for DFS, NCS, and HD services.
- The Long Term Care Coordinating Team provided educational briefings and technical assistance to nine communities within the county on the development of “aging in community” or “village” models, which are community-sponsored organizations that assist older adults so that they remain independent and living in the community of their choice.
- NCS worked with community groups to expand the Center Without Walls initiative into Great Falls to provide opportunities for older adults to socialize, share a meal, and participate in leisure and learning activities without the use of a traditional “brick and mortar” center.
- The number of persons with intellectual disabilities using Self Directed services doubled to a total over 20 and the CSB added a new employer, Cameron’s Chocolates, to the list of providers contracting with the county for provision of employment services to persons with disabilities.
- The Area Agency on Aging, NCS, Health, and HCD, supported the Board of Supervisors and the Commission on Aging to hold 14 public forums with over 750 people in attendance to gather input for a revised 50+ Action Plan.
- Adult Protective Services implemented a risk assessment developed in partnership with the College of William and Mary in order to identification and management of APS cases.
- The CSB was awarded a 3-year pilot project to move persons with intellectual and developmental disabilities into more independent housing options; this effort is in alignment with a Virginia-U.S. Dept. of Justice agreement to improve access to community-based living options.
- In conjunction with the Dranesville Supervisor’s office, the McLean Senior Source opened a Senior Help Desk in the lobby of the MCC that is staffed by senior volunteers. The help Senior Help Desk provides information about county services and resources to assist older adults in the McLean area.

Successful Children and Youth

In 2013, the Human Services System renewed efforts to build strong partnerships with businesses, community organizations and the schools to promote school readiness, strong families, healthy behaviors, and successful transitions for youth.

- In response to growing concerns from the BOS and community leaders a new policy team, the Successful Children and Youth Policy Team (SCYPT) composed of elected officials and high-level

policy makers, was formed to help policy makers develop and direct community decisions and priorities around children and youth issues. Since its inaugural meeting in September 2013, the SCYPT deliberated and endorsed county-wide strategies to address school readiness and improved access to behavioral health supports.

- Preventing and eliminating disproportionality remains a priority and this year regular Director Dialogues and staff trainings were conducted which informed a system wide framework and identification of key actions and policies requirements that will move us forward.
- DFS redesigned foster care service models and trained staff on evidenced based practices resulting in more children placed in family-based settings, incrementally reducing the use of congregate care by 62% since FY 2007; in the past year, the average number of youth placed in congregate care has decreased by 12%.
- Ninety-seven percent of families enrolled in Healthy Families Fairfax demonstrated optimal home environments to support child development.
- The Office for Children was awarded a state grant to serve as the lead agency overseeing the implementation of the Virginia Quality Rating and Improvement System (VQRIS) throughout the region in order to improve the quality of child care/preschool programs. This enables OFC to expand efforts to work with center and home based providers and is an essential strategy in a recently endorsed BOS strategy plan to improve early childhood education and school readiness.
- The Court Services Unit partnered with the Police Department and FCPS to begin a Restorative Justice Program.
- Using a national evidence-based model, NCS expanded its collaboration with community partners, including nonprofits, community groups, businesses and residents to implement the Opportunity Neighborhood (ON) to support communities and neighborhoods in creating positive results for youth and families. The first piloted ON community in the Mt. Vernon-Lee area focused on increasing educational and developmental outcomes for children and the preliminary results include increased parental involvement in schools, several new additional services for youth, expanded summer reading programs and expansion of the school readiness teams.
- The Children, Youth, and Families Division's Strengthening and Realignment effort resulted in an overhaul of DFS child welfare services, reflecting national changes and practice shifts, and enabling greater family engagement to ensure children and families are "better off" as a result of involvement with CYF. One example of the redesign's success was an increase (71%) in Family Partnership Meetings.
- In partnership with the Child Care Advisory Council, and county and community partners, and the Office for Children, amendments to the Home Child Care Facilities Ordinance were adopted by the BOS. The amendments clarify and reflect current health and safety regulations; best practices in the field of early childhood; and updated state home child care regulations.
- The Health Department collaborated with Inova Cares Clinic and HealthWorks Herndon to open on-site WIC clinics, each of which serves over 1,000 clients a month. The colocation of services created a seamless system of preventive care and supports for at risk mothers and infants.

- After a year of planning, designing services and training staff, the Health Department implemented a comprehensive school health promotion program in FCPS schools to reduce childhood obesity and to increase healthy lifestyle choices among school-aged children.
- The Juvenile Court Intake Unit, continuing its efforts to divert youth out of residential placement, diverted 886 youth from the formal court process, by placing them in community support diversion programs.
- For a second year, the Comprehensive Services Act Management Team, comprised of representatives from all youth serving agencies, met targeted goals related to reducing the number of children in out-of-home and out-of-community placements.
- The Safe Havens Visitation and Exchange Program was implemented to provide safe opportunities for parents involved in domestic violence disputes to exchange their children or visit their child under the supervision of Court Services staff.
- The Computer Clubhouse Program received the Kudos Award from the Intel Computer Clubhouse Network for its sustained commitment to the program and for consistent presence and impact on the lives of the youth in our community; the Willston Computer Clubhouse won an individual Kudos Award for its workshops for children and adults from countries including Vietnam, Korea, Sudan and Somalia.
- Through grants and expansion of school-based partnerships, NCS increased access to after-school opportunities: enhanced academic enrichment through the 21st Century Community Learning Center; increased on-time graduation rates through the APEX program; improved access to community resources via the Annandale Pyramid Resource Fair; increased physical activity and healthy eating through the Fab 5 Program; and increased student leadership and physical activity through the A-Games Leadership Program.
- Several initiatives and new programs were implemented this year to support good health and nutrition in youth. OFC developed the “Eat and Run” book, designed to help family child care providers promote healthy eating and physical activity. Additionally, OFC’s School Aged Child Care program and NCS’s community centers partnered with FCPS to incorporate the Fab Five curriculum to support children’s healthy development, nutrition education, and fitness.
- The Boys Probation House program started a Boy Scout Troop to engage residents while in the program; youth leaving the program are transitioned into a scout troop in their community as a means of continuing a positive community attachment and support.

Business and Services Infrastructure Supports

In 2013, the Human Services System and the individual agencies represented within the system continued efforts to improve the efficiency and effectiveness of services by focusing on building a system of accountability, emphasizing workforce development, and creating business process improvements.

- DAHS rolled out several new workforce development and succession planning opportunities and tools to the human services workforce.

- Partnering with agencies, DAHS offered several Realistic Job Previews (RJP) to present a look at key positions and job classifications within the Human Services system that presented challenges for recruitment or were anticipated to become vacant within a year. Over 100 HS employees attended previews.
- A Middle Manager Roundtable collaboration between Fairfax County Government Human Services and Fairfax County Public Schools was launched to foster greater cooperation between the two and the development of managers as the next leaders in Human Services.
- A variety of agencies expanded the use of training media for professional development included e-learning, webinars, and blended learning opportunities.
- DFS completed a new integrated training and orientation framework for “on boarding” new staff. The framework presents a learning map for all positions within each operating unit within DFS and is integrated with on-line agency policies and procedures and county and state regulations and policies. The framework will be modified for use by other HS agencies.
- Several key business process improvements were designed and tested this year.
 - DAHS redesigned contracting applications for Comprehensive Services Act (CSA) contracts to streamline, clarify, and consolidate the approval and renewal processes.
 - Initiated out of the Deputy County Executive’s office staff implemented a new process through which staff from multiple agencies form “peer review” teams to independently evaluate programs and processes that impact the Human Services system and make recommendations for improvement.
 - The OEPH, through a redesign of the rapid rehousing practices, decreased the average length of stay in family shelter from 96 days in FY 2012 to 79 days.
 - Staff from across Human Services and FCPS formed the South County Regional Change Team to test new services, programs, and approaches to improve residents’ outcomes and decrease disparities across all 6 human service results areas.
 - DAHS completed a study of Sliding Fee Scales in the Human Services System, which resulted in identification and implementation of more uniform approaches for fee management.
 - The McLean Community Center (MCC) Board increased transparency and accountability by placing online a full complement of budget and preparation information of the MCC.
 - The MCC Board committed to and is moving forward with significant improvements, repairs, and upgrades to both the Community Center and the Old Firehouse Teen Center.
 - The Court Services Unit began a study with George Mason University’s Center for Advancing Correctional Excellence to examine how evidence-based practices are implemented within the agency and what factors are needed to improve the overall alignment of evidence- based practice into the CSU.
 - DFS and JDRC continued efforts to implement electronic imaging of client files. Three of four phases have been completed in the implementation of the Juvenile Document

Imaging System (JDIS), which will make Fairfax County the first JDRDC system to have all legal files electronically formatted and accessible remotely by authorized personnel.

- A Results Based Accountability framework, which identifies system level “better off” measures, was substantially complete and is on target for the official rollout of a “SystemStat” process in June 2014. The RBA is the methodology used to build the Human Services System’s Accountability Framework and will be instrumental in identifying strategies for collective impact on key HS and BOS priorities.

Appreciation

As you can see, all agencies within the Human Services System demonstrated many accomplishments and successes that have advanced our work in each of the seven strategic focus areas. These accomplishments would not have been possible without the tremendous effort of thousands and staff, partners and engaged community members. Although we have faced many challenges over the last five years, we have met those challenges with the strength of a dedicated workforce and community. No doubt we will continue to face challenges in 2014; nevertheless, I remain confident we will continue to meet those challenges with equal success.